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***Branding and marketing of Heraklion of Crete as
cultural, culinary and wine tourism destination.***

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"Μια χώρα, η Κρήτη, μέσα βρίσκεται στο πέλαο το κρασάτο,
περίσσια πλούσια, θαλασσόζωστη, πανώρια
πολιτείες έχει ενενήντα μύριοι,
αρίφνητοι ζουν πάνω άνθρωποι,
κι είναι πολλές οι γλώσσες τους, ανάκατες.
Θρέφει Αχαιούς η Κρήτη, και βέρους Κρητικούς αντρόκαρδους, και Δωριείς,
που ζούνε σε τρεις φυλές,
κι ακόμα Κύδωνες και Πελασγούς αρχόντους."

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Abstract

This dissertation examines and suggests the abilities of branding and marketing the destination “Heraklion”, the capital of Crete, as one of the most competitive cultural, gastronomic and wine tourism destination within the international tourism market.

Heraklion, which carries a heavy cultural background since the Minoan Period, has managed to preserve the local values and the nutritional principles of the ancestors, proving this way the importance of respecting the local pride and cultural heritage throughout the centuries.

The special identity of the place and its residents promote the development of the alternative tourism. In addition, the technology evolvement plus the specialization of professionals in the business, the creative synergies between public sector and private initiatives, and last but not least, the collaboration of tourism and primary sector of production can work and success on this hopeful, thus realistic issue.

Methodology

The methodology used, in order to conduct this dissertation, has been an extensive research of an extensive international literature review, in combination with personal testimonials of people living in Heraklion. Residents describing the living conditions and daily issues of the city have been very helpful, and especially Mr. Kostas Mochianakis, ICT manager of the municipality and active member of the local authorities networks.

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Due to the time restraints, not neglecting the economic inefficiency, the in situ data collection has been impossible. The study has been based on personal interviews with professionals of tourism, oenologists, and the theoretical notes collected during the academic year of 2012-2013 in the department of Msc Sustainable Development of the International Hellenic University in Thessaloniki, Greece.

Definitions of tourism

During the literature review, depending on the age of each paper or book, there are several definitions given concerning the meaning, technically and/or essentially of tourism. Some interesting ones are chosen and cited in the following lines.

In 1979, the Tourism society states “Tourism is deemed to include any activity concerned with the temporary short-term movement of people to destinations outside the places where they normally live and work, and their activities during the stay at these destinations”.

Another technical definition of tourism follows above.

“Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.” (UN Statistical Commission of the Tourism Satellite Account: Recommended Methodological Framework)

Historical background of tourism

As the historic Pausanias in the 2nd century started a long and difficult journey- «περιήγησις» in Greek- in Peloponnese and also at a part of Northern Greece, reporting the natural environment, the local values of each place, usually derived from the historic traditions, monuments and ceremonies, we could say that he introduced the roots of certain types of tourism, nowadays widely known as cultural tourism.

His special fields of interest were focused on the architecture (monuments of the Antiquity) and the folklore profile of each destination enriched by the legends and the historic framework of them.

Moreover, continuing his research, his interest was attracted by the rich fauna and flora and the local products that Pausanias first met.

So, the first definition describing this activity has been «περιήγησις» in Greek.

When the tourism started developing, the main goal of tourists has been the “connaissance” with the civilization and the culture of each destination. In the beginning, places with recognized archaeological interest in the region of Europe, have been Italy and Greece. The period of Antiquity in both neighbor countries even with differentiations had presented similar visiting interest, in order to admire the monuments, the unique architecture, the temples and the ruins of the ancient Agora.

The notion of the tourism activity has been differentiated through several phases of definition.

Initially, hundreds of years ago, when the mankind had managed to accomplish their basic needs so as to survive, another need came up; it was time to explore the unknown world, to discover what was existed somewhere else, where they have never been before. As a consequence, people started this way to develop a network of communication and commerce, exchange their customs and traditions and get influenced by different lifestyles and cultures, as well.

Apparently, this possibility was restrained only to the wealthy groups of people and was not accessible to everyone, taking into consideration the social status gap, which was significantly deep at that time.

Tourism, apart from being pleasure and entertainment, it was realized that mainly it is characterized by a strong economic influence in societies, in economical, societal, educational and environmental sectors.

In the 20th century, more people were able to afford traveling, so we are transferred to a new era. As it is known, “mass tourism” emerged and dominated especially the western societies, due to the fact that their income per capita has been sufficient to include this type of activity during leisure time and holiday periods but still not neglecting the educational and cultural level of these societies, at that time being, compared to less developed ones.

Characteristics of tourism

Tourism is labor-intensive service. A great factor of importance is human resources. The educational background, the training session, the quality of the “tourism product” is directly linked to the previous assets. The part of the qualitative evaluation of how the services are performed is one of the most important KPI’s (Key Performance Indicator) in the tourism field.

According to Burkart and Medlik (1974) – and this still applies today – conceptually, tourism has five characteristics:

- Tourism is an amalgam of phenomena and relationships rather than a single one
- These phenomena and relationships arise from a movement of people to, and a stay in, various destinations; there is a dynamic element (the journey) and a static element (the stay)
- The journey and stay are to and in destinations outside the normal place of residence and work, so that tourism gives rise to activities which are

distinct from those of the resident and working populations of the places through which tourists travel and of their destinations

- The movement to the destinations is of a temporary, short-term character
- Destinations are visited for purposes not connected to paid work – that is not to take up employment.

Another attribute is inseparability. That means that production and consumption are simultaneous. Tourism is not tangible. It becomes tangible through the people, who work in tourism. So, every experience is linked to the quality level that has been conducted, in order to serve the tourist. Not only that, but also the tourism is perishable, in terms of not being able to buy an air ticket when the planes has taken off, or when the “night” of the hotel has been trough and the room was not occupied by guests.

Concerning the quantitative aspect of Greek tourism several problems dominate, when it comes to data collection of the arrivals, reason of visiting, staying etc.

Generally, it is easier to measure the international tourism compared to the domestic.

A reliable tool to conduct estimations regarding the tourism evolvement is UNWTO (World Tourism Organization Network).

However, in the Greek case, when a tourist arrives in Athens and his final destination is an island that even in the peak season, there is no direct flight or charter, for instance Kalymnos, the information collected is not right, if regarded that he has arrived in Athens. The only sector that appears to be more reliable is the hotel industry. Every night accommodation is recorded by the law and cannot be omitted.

In addition, a major characteristic of tourism is the economical character that is embodied. Tourism and economy are two interdependent sectors that cannot be separated at any point.

Whether results are expected, tourism planning has to be done in a strategic and professional way. The ability for a tourism industry to survive is to conduct a strategic planning, in which the vision will be highlighted, the micro and macro environment

will be clearly defined, and finally, this will be interpreted into value-added for the customer.

Types of tourism

There are certain categories concerning tourism. These categories should be examined separately, since the differences define different conclusions.

- 1) Domestic tourism is the tourism of residents of a country visiting destinations in their own country. The tourism satellite account makes a distinction between resident visitors travelling only within their country and resident visitors with a final destination outside the country.
- 2) Inbound tourism is the tourism of non-resident visitors within the country
- 3) Outbound tourism is the tourism of nationals visiting destinations in other countries.
- 4) Internal tourism is the combination of domestic and inbound tourism.
- 5) National tourism is the tourism of resident visitors within and outside the economic territory of the country of reference
- 6) International tourism is the combination of inbound and outbound tourism.

A strong lack of convergence regarding the statistics of the Greek domestic and international tourism will be discussed below.

In 2013, the tourism industry experienced a unique positive way, compared to the past few years, where the crisis has been expressing the first “symptoms”. Mass media had been broadcasting Greece as a “forbidden” and “dangerous” place not only to visit, but also to live in.

Social “explosions” caused by strikes, conflicts between the police and people protesting, unemployment, the consequences of “Memorandum” have been widespread all over the world, presented with the darkest colours of the pallet.

It is true, that a social turbulence was on, but still the foreigners had been receiving really misleading images, while tour operators had been withdrawing Greece as an attractive destination. Matters of safety and way of payment (euros or drachmas) have been challenged by the tourists, until the elections of 2012.

Nevertheless, the upcoming segments arriving from Asia, Russia have launched the bookings from 2012 and so on, while Europeans and Americans indicate a steady “consumer behaviour” in choosing Greece and especially the islands, during the summer season. So, as it comes out of the data, the international tourism has noted a significant boost and the predictions state the augmentation of the numbers.

Domestic tourism since the 1970’s and mainly 80’s and 90’s have recorded a notable increase, due to the social policy of the government, in combination with the economic benefits and the high income of the emerging middle class of the time. At this period, there was no issue of seasonality for the Greek tourism. Since, in the winter time the Greeks were travelling a lot, during weekends, national holidays, Christmas season and Easter as well.

In summertime, all types of tourism were blossomed and profitable. Greeks were choosing Greek islands for their holidays, and so did the foreigners.

Unfortunately, this balanced profile of the Greek tourism started to be tested in the 00’s.

The factors that influenced the decline of domestic tourism in Greece has been the decreased income, the hard taxation system imposed by the government, unemployment, economic factors that have made Greeks to cut down not only summer vacation, but mainly the winter tourism and the excursions during the weekends.

Cultural history of Heraklion

The history¹ of the Minoan Civilization dates since 7000 B.C, the Neolithic age. At that time being, the mankind changes from hunter to a farmer. Later on, around 3500 B.C until 2000 B.C., the pre-palatial period enters, when the local population began the contacts and the trade with Cyprus, Cyclades and Egypt. Jewelry, pottery, stonework and the making of figurines and seals flourished.

Continuing with the historical pathways, from 2000 to 1700 B.C., the proto-palatial period is met, where the first palaces are constructed. Thus, these palaces were destructed, probably due to the earthquakes that took place in this time period. Despite the natural forces, the dates 1700-1450 B.C. new palaces were being built. This period is called neo-palatial. The Minoan Civilization reached its peak. The influence of Knossos was depicted at the whole island. The lavish tombs in the town centre and the large buildings prove till today the prosperity of those times.

At 1450-1350 B.C., the Creto-mycenean period takes place. The palace at Knossos was restored and used once again, acting as the centre of the political power of the island. Gradually, settlers from the mainland of Greece were arriving to be established in Crete.

After the peak of a palace, there is always the decline. Knossos could not escape from this either. So, at 1250 B.C., it went onto decline, while at the east of Crete new palaces were being developed. At 1200 B.C., the decline was followed by the abandonment of the harbor town, as well.

At 1150 B.C., a migration wave was recorded to the Eastern Mediterranean. 50 years later, new inhabitants were settled in Crete, such as the Dorians, who brought their own cultural characteristics.

The first settlement on the site of the ancient small town of Heraklion appears to have existed at about 900 B.C., as it has been testified by archaeological findings.

What follow is the Roman period, then the Byzantine until 1204, when Crete was ceded to Venice, after the fall of Constantinople.

¹ <http://history.heraklion.gr/index.php?lang=442>

In 1669, Crete was handed over to the Ottomans, until 1821, when the revolution started. 9 years later, the “Protocol of Independence” was signed by representatives of France, Russia, and Britain.

A new era of Crete has started since 1913, due to the union of Crete with Greece. The last war that hit Heraklion was the World War II. Ever since, the reality remains democratic and peaceful.

After conducting this rather quick and recapitulative historical flashback, it obviously comes out, the influence that the Cretan civilization has been through by such different people, whose origin and values were totally different as well. Dorians, Egyptians, Venetians, Ottomans, carrying their own cultural background brought their social traits within the society.

Despite these “raids of cultures”, first the Minoans (prehistoric term and later) the Cretans, have successfully preserved their very personal profile, or else, their biological DNA. The intangible heritage is considerably important; they “defend” their values from the previous generations, their tradition, and the unique pride they have proved for centuries.

One of the most impressive and remarkable assets of Cretan people is their longevity. The demographic data have caused a worldwide “scientific curiosity” about the topic. In the decade of 1960, American scientists arrived in Crete, in order to discover the secret of this “race”. What was derived by this research was that the key of their health was their nutrition.

Apart from the famous Cretan nutrition, which is strongly linked to their tradition and their habits, another special characteristic defines their longevity; the dynamism of their personalities and their unstoppable nature they have inherited. All the inhabitants own parts of the fertile land in which they dedicate their personal time and effort at daily basis.

Continuing with the sociological and cultural image of the Cretans, another element that is tightly embedded to their inner existence is their native language (διόλεκτος).

Although other local languages tend to become extinct, the Cretan language has still preserved its authentic core value and it is extensively used in the Cretan songs as well.

Catalogue of cultural resources and sightseeing

- Venetian walls
- Venetian port
- Koules fortress
- Historic centre
- Fountains
- Churches
- Archaeological museum
- Museum of natural history
- Historical museum
- Museum for the Battle of Crete and National Resistance
- Palace of Knossos
- Cretaquarium

The current image of the city is a constant dialogue between the past and the present. The visitors have the opportunity to learn and experience the era of Minoan Civilization, to be initiated in their value system as it has been formulated over the centuries.

The Venetian walls constructed during the Venetian occupation were used for protection and defense. Until today, it is worth mentioning the impressive “know-how” of the construction techniques and the architectural aesthetics. The modern use has converted some parts of the monument (gates) into modern museums that bridge

the past with the present. The most recent event has been the cultural route of the Gate of Pantokratoras, also known as Chanioporta, since the initial use of this gate, was double; military and for the needs of the citizens to be driven to the road to Chania.

The Venetian Walls constitute a fortification monument of 4 km, they have 7 bastions, and they are the longest of the Mediterranean region.

This monument has been well-protected since 1992, and developed as cultural attractions for the tourists, but also for the locals. Within the Gate of Vithleem, which has been used for military purposes, has been converted into a summer cinema since 2006.

Furthermore, on the northern side of Vithleem square, the Modern Museum EL Greco, Return to Homeland is hosted, after the movie of Mr. Smaragdis, who chose by himself the certain site and donated the museum with all the material used during the movie to the Municipality of Heraklion.

At the Gate of Jesus, where the name has been given due to the church situated in the external side of the fortification, there is the museum of the Cretan writer, Nikos Kazantzakis, while at the Gate Of Makassi is hosted the Historical Museum of the Captives of the German occupation.

Lastly, the Gate of Aghios Georgios is thought as the most popular and mostly visited. It is been used as a cultural place where cultural events often take place.

This huge attempt to transform the use and make a monument, part of the daily life of the residents, has been conducted due to the collaboration of Central Archaeological Council, Local Archaeological Council, the Byzantine Antiquities office (Εφορεία Βυζαντινών Αρχαιοτήτων), the Municipality of Heraklion and the Region of Crete.

Apart from the historical monuments, it should be underlined that the modern cultural expression has become remarkably rich the last years in Heraklion. At this moment, there are 15 active theatrical teams that organize various performances at amateur level. Some that could be mentioned are the team of the Law association, University's and Technological Institute's, Municipality's etc.

This kind of activity during the leisure time of all these people indicates the inner need to express themselves, through a cultural channel and a pure art form, adjusted to their own subcultures. Cretan identity has always shown the artistic aspect it has been carrying through the ages, since the cultural background of music and other arts is part of their soul and their daily activities as well. The musical instruments of Crete

introduce a new world, in order to welcome everyone, with the intensity, the passion and the humanity that dominates the Cretan songs (μαντινάδες).

Towards that vein, “Festivalaki”² is a Cretan modern festival that organises every year a series of events focused on the arts and the culture of Crete, created by the public. The mission of “Festivalaki” is to passionately communicate, promote, develop and bridge the past and the history of the Cretan civilization with the current cultural expressions.

Cultural tourism

To begin with the cultural theory and its practices, Pierre Bourdieu is the sociologist, who studied the cultural capital, in terms of the acquirement of the cultural “habitus” and behaving based on the axe of “practicing culture”.

In his book, “La distinction, Critique sociale du jugement”, one of the most important and recognized books in sociological science, states that the cultural practices each person exercises lead to the acquirement of the “habitus”. The frequency of visiting a museum, watching a play, reading a book “builds” the cultural profile of a person; in the meanwhile, he is enabled to value and “judge” a cultural asset or attraction provided the knowledge and the aesthetics he has obtained.

According to the World Tourism Organization, 37% of tourists are cultural tourists. The categories in which this segment is divided are the following;

- Purposeful (high centrality/deep cultural experience),
- Sightseeing (high centrality/shallow experience)
- Serendipitous (low centrality/ deep experience)
- casual (modest centrality/ shallow experience),
- incidental (low centrality/shallow experience),

This model was then tested empirically on a sample on a sample of cultural tourists visiting Hong Kong and differences can be identified in terms of their

² <http://www.festivalaki.gr/el/festival/about>

travel motives (see appendix D2). Based on the data results of this study, each of the different types of cultural tourists are motivated to travel for different reasons than other tourists. Purposeful and sightseeing cultural tourists were motivated to travel for educational and cultural reasons, see travel mostly as a change to grow personally and as a change to learn about another's culture. In contrast, incidental, casual serendipitous cultural tourists were motivated to travel for creation, fun, and relaxation, yet to learn also about other cultures. However, serendipitous see travel as more to change to grow personally instead for relax (McKercher and Cros, 2003).

Already in the decade of 1980's, it was realized that mass tourism could not anymore offer the satisfaction demanded to certain tourist segments. In 1989, the novel travel guide *The Independent Guide to Real Holidays Abroad*, mentioned the increasing difficulty in having a "real holiday" because the "rise and rise of the packaged holiday has imposed on travel the same problems that mass production has inflicted on beer, bread, ice-cream and many other things" (Barrett, 1989). The notion "real" provokes a discussion that will be further analyzed later in the next chapters. Briefly, it could be stated that the key is the romantic element, especially when the "heritage tourism is an idea compounded of many different emotions, including nostalgia, romanticism [...]" (Ashworth and Goodall 1994), which could not be tasted, due to the masses that were visiting a certain place and at a certain period of time.

"In post-industrialized economies, the arts, heritage and culture are much more than just vibrant elements of the 'new economy'. They are also vital symbols for place and for a sustainable quality of life including education, on which other parts of economic revival can build. [...] They are icons of local pride, and phoenix symbols of present determination to regenerate local economies from a lost industrial past into a more prosperous post-industrial future"³.

Urban regeneration through the process of branding or re-branding the urban environment has become a daily topic on the Agenda of modern cities.

On the one hand, there is a crucial need of the citizens to feel safe, to live in a functional way without anxiety in their daily activity, but also to enjoy public spaces

³ "Cultural tourism, The partnership between Tourism and cultural heritage management" Bob McKercher, Hilary DuCros, ed. THHP

and innovative practices that will enhance the feeling of belonging and participating within the local community.

On the other hand, the principle of cultural tourism in a place presupposes the ability of the place, as a living organism, to provide the visitor with “commoditized” cultural products, so to attract his interest and “exploit” the cultural attractions with all his senses, by completing his “mission” satisfactorily.

As it comes out, the dominance of cultural assets, contributes to the enhancement of the life quality and the value added of both sides; not only the visitor’s, but also the inhabitant’s. It could be regarded as a paradigm of win-win situation.

Historically, travel and tourism has always contained the element of culture.

One of the most significant diversification caused by the change of eras has been that people used to be satisfied by just watching and admiring the cultural asset, while usually there was an implication of sacralization of it.

Consequently, there was a distance between the two sides; the admired asset and the admirer. Now, in modern societies, where the value of the “experience” is prevalent, people’s demand is the intimacy, the pursue of the authentic experience of the past into the present. A popular cultural practice of this is the virtual reality and its by-products.

Cultural tourism and Cultural Heritage Management

In this section, there are two different perspectives of the management of the cultural assets, used for the promotion and visitation of the tourists. The main difference lies on the fact that the former field is being organized by people coming and working in the tourism industry (hoteliers, travel agencies, marketers, tour operators etc) and the latter is being planned and implemented by archaeologists, cultural managers; people having different educational aspects, oriented in contradictory points of view.

This contradiction is derived from the differentiation of valuing the cultural assets and the “use” that each part aims at making. The management policy preferred by the cultural managers tends to be more sustainable, aiming at the conservation of the asset, while the tourism professionals desire the “commodification” of it.

As it becomes obvious, there is a complementary and at the same time contradictory relation, between the two sides. The element of complementarity is found on their interdependence.

“Cultural tourism has a major influence on how the presentation of cultural heritage is planned”. (McKercher, DuCros)

From the tourist’s perspective, the demand is the enjoyment of the experience. So, taking this into consideration, the best way to offer this experience is to control and monitor it. A typical way of achieving this vision is to commodify and “standardize” the experience received. At this exact point, the conflict arises between the two sides, as long as the cultural heritage managers tend to present and treat the assets, as something sacred and untouchable. Nonetheless, should this aspect is taken into account up to a great extent, the citizens of historic centers; they would not be allowed to live within its borders, since it would be an endless archaeological site.

In the legal framework of the sustainability principles, this is impossible, since the right of the precedent generations to enjoy the cultural heritage cannot be deprived.

When it comes to cultural heritage, it should not be neglected that of equal value is the intangible heritage as well. The Japanese were the first nation to recognize and protect via legal procedures the value of the intangible cultural heritage.

Intangible Cultural Properties (*bunkazai*), as defined by the Japanese Government Law for the Protection of Cultural Properties (1950), are “Cultural Properties of high historical or artistic value such as drama, music, and craft techniques. The term refers exclusively to human skills possessed by individuals or groups which are indispensable to produce Cultural Properties”.

According to the Text of the Convention for the Safeguarding of Intangible Cultural Heritage in Paris⁴, with the participation of The General Conference of the United

⁴ <http://www.unesco.org/culture/ich/index.php?lg=en&pg=00006>

Nations Educational, Scientific and Cultural Organization hereinafter referred to as UNESCO, meeting in Paris, from 29 September to 17 October 2003, at its 32nd session, among other international issues, aims at protecting the international cultural heritage, emphasizing on the intangible cultural assets.

The text contemplates the safeguarding of the intangible cultural heritage at both the national and the international level, after the recording of the Representative List of the assets and another important part of the Text is about the demanded cooperation among the Nations towards more efficient results (Articles 11-31).

A last but not least issue claimed is the economic assistance through the Intangible Cultural Heritage Fund, where the contributions of the State Parties, the voluntary support and the international fund-raising campaigns constitute the necessary ways of financial aid.

An example of the “intangible art” is the performers and the artisans in famous squares of Paris. The cultural expression through music at a public space is a new form of receiving and participating in a genuine experience. The institution of random events without being integrated in any framework is becoming more and more popular.

Demand and supply of cultural tourism

Demand and supply aspect of cultural tourism is authenticity⁵. From the demand aspect seen is the experience that the tourist receives, while on the other aspect, it could be described as the creation and “installation” of the genuinity that the tourist craves for.

A typical paradigm of “exploitation”, towards this rationale, is the “creation of cultural products or attractions”⁶.

⁵ du Cros, Hilary (2009),

Emerging Issues for Cultural Tourism in Macau, in: Journal of Current Chinese Affairs, 38, 1, 73-99.

ISSN: 1868-4874 (online), ISSN: 1868-1026 (print)

⁶ “Cultural tourism, The partnership between Tourism and cultural heritage management” Bob McKercher, Hilary DuCros, ed. THHP

New Orleans Jazz National Historic Park⁷ is a case, where the intangible art form of Jazz music, has been converted into a tangible cultural attraction, obtaining the duplicate role; to protect and preserve the jazz tradition and also to diffuse the historical background, so the public will be able to acknowledge the past. Apart from these characteristics, the New Orleans Jazz National Historic Park makes the history “alive”, people have a participatory experience, they learn, they enjoy, and create a memorable visit, either as a resident of the region or as a tourist.

The focus is on the quality level served and the ability to meet the expectations of the tourist for authenticity.

The interdependence of tourism products

The tourism industry is a perplex network of multivariate activities. The model of “destination value chain” will enable this study to indicate that coordinated attempts and collective synergies is the only way to achieve a comprehensive success of the destination management.

First of all, there are primary activities needed, in order to have tourism activity.

- Product development (airline routes, cultural resources, CRM, improvement of quality service and facilities level)
- Destination and product packaging (producing marketing tools, collectively packaging attractions and resources of the area/city and negotiating commission and pricing contracts with the suppliers)

⁷ <http://www.nps.gov/jazz/index.htm>

- Distribution and sales (distributing destination information, e-sales, retail sales, tour operators collaborations, etc)
- In and outbound logistics (passport and visa provisions, airport facilities/services, baggage handling, VAT reclaim etc)
- Destination operations and services (types of transfers, accommodation, catering, tours, attractions, entertainment, health and spa treatment, sport and recreation and car rentals)
- Aftercare (consumers feedback and follow-up)

It is required to have educated and high level professionals, so as to produce the expected tourism product experience. Targeting to the normal operation and the experience quality level, every link of this value chain is necessary and cannot be skipped.

Sustainable tourism development

"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"(UNWTO)

Nowadays, the need to adapt a responsible way of acting within the living environment has been more than necessary. Emerging issues as the climate change, the energy saving, the limited and depletable natural resources provoke globally a multilevel and field of discussion and investigation.

The “era of responsible tourism” is an absolute need, not only individually but at social, environmental and economical level.

Already, large firms but also SME's follow the policy of applying CSR (Corporate Social Responsibility) and also certificates such as ISO 9000, 14000 and other local or international environmental guidelines.

Following the way since the 20th century, where the consequences of the industrial era were obvious and every person was attempting to highlight his status quo through the culture of mass tourism; on the other hand at the time being and looking at the future trends, people are seeking for personalized and customized travel services, based on small scale enterprises, (wherever this is feasible). Responsible tourism practices are the key to maintain the destination sustainability.

First of all, it should be outlined that the substance of sustainability is found in the 3 well-known pillars, this of the economy sector, the social context and the natural environment that we live in. According to the economic guidelines, the assessment of the economic impacts is a prerequisite, as well as the objective of a community based economy, where the people get involved from the beginning of the decision making process until the phase of maximizing the local benefits.

Additionally, both sides, meaning host community and visitors should respect the social and cultural diversity, in order to keep the social network balanced. Going further, the environmental impacts urge to be reduced, while simultaneously make sustainable use of the natural resources.

Responding to the current trends of marketing, the responsible tourism practices could be promoted, as part of the marketing strategy.

This innovative, it could be said, demand of tourists is satisfied within the framework of alternative tourism, the opposite type of the mass tourism activity, adopting certain assets and behavioral styles of consuming tangible and intangible goods.

At first, alternative tourists choose the low peak season for their leisure travel. The reason is that they prefer less crowded places, in order to get 100% of their experience expected. Another important factor is their choice of small properties, while combined with a "green" or "eco" profile.

The island of Crete provides the competitive edge of having the most representative Mediterranean climate. As a consequence, many sectors of daily life, habits, agriculture, production and consumption of local goods remains balanced and without

extremely negative changes. A warm and sunny climate welcomes all the visitors and rewards the residents for their loyalty and respect for thousands of years.

The most important renewable sources of energy dominate over the island; sun, wind, sea water are able to offer a relative autonomy, covering this way the needs of the locals, in a more sustainable way.

Furthermore, small scale properties are preferred to gigantic and sometimes totally opposite to the natural landscape, buildings. The trend to “show-off” by choosing a palace-like property has become “démodé”. What has emerged is the need for personalized services, but without depriving the quality embedded.

Sustainable tourism development is a prerequisite regarding today’s tourism planning, beginning with a solid basis of taking advantage of the cultural products and treating them with the aid of sustainability principles.

Tourism profile in the period of economic crisis

On the one hand, there is an economic crisis all over Europe. New era has emerged at the labor market with unexpected consequences, especially concerning the “middle class” of Western societies.

The international statistical data talk about a new rise of the tourists’ arrivals in Greece. How is this interpreted in reality?

Who and how the tourism industry is influenced?

What decisions need to be taken, in order to adjust the new reality?

Many unprecedented questions need to be answered. But, the great question is, if the tourism professionals are going to act in a selfish way, or are they going to put on the table the principles of collaboration and solidarity and establish a network of

synergies, so as to promote a truly attractive destination, create shared value and benefits for all.

At first, it is necessary to outline the fragmented tourism services of the public sector. It is widely known, that the Greek government has shown inefficiency, in terms of creating a strategic plan and promoting a consistent campaign of the tourism product offered. The strategy chosen for years has been the following; change of government, replacement of the minister of Tourism.

Whether he or she has acquired a respective educational background, so as to be capable of dealing with issues of the tourism sector, is regarded as of secondary priority. So, naturally, the Greek ministry of Tourism “hires” a private company to create an ideal marketing plan about the Greek tourism market, which, at last, is not going to be implemented.

However, the minister travels around by representing the country and its successful upward future. Is it about phenomenal or real success? Since, no strategic plan has been implemented, how things are getting better? Still, luckily enough, Greece cannot deny the fact that it is enabled by the “natural talent” of the 3s values “Sea, Sand, and Sun”. It is true, that for many decades, foreign tourists traveling for the first time in Greece have declared their satisfaction regarding the sum of their visit.

Nonetheless, many foreigners such as Europeans and Americans have visited Greece more than once. Especially the first time, the main reason of their visit was the 3's, as we said before. Still, the reason may be up to an extent the same, but their demands has altered, since they discovered that this country, including Crete, provides the opportunity of many other types of tourism.

Alternative tourism is not just a trend. It is about personal, psychological, cultural and social criteria, by which tourism destinations are chosen.

SME's (Small Medium Enterprises) is a positive consequence of this trend in the tourism market. Many benefits are derived from the creation of micro-businesses, among the most important is the fact that the activity starts and returns at the local level.

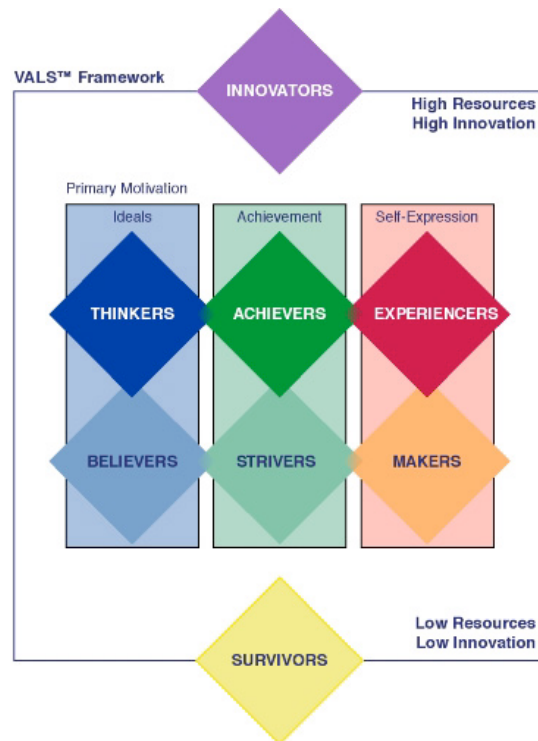
Additionally, a vital element for the crisis period is the creation of job positions in less developed areas, where the only economic activity is tourism and maybe the primary production sector.

Furthermore, the rationale is not driven by commercialized campaigns and marketing analysis, as it happens in multinational big enterprises, but remains at a more personalized, tailor-made concept.

Towards that effort, the essential development of ICT has been very beneficial, defined as low cost strategy but contributing to valuable results.

It should be recognized that in many developing countries tourism is a gateway to ‘entrepreneurship’, and this is considered to be one of the positive points of tourism in the development process of many countries and regions (Mathieson and Wall, 1982; Vanhove, 1986).

Consumer behaviour



The process of understanding customers is critical to marketing, in terms of deciding the strategic planning, depending on the market segments that have to be dealt with. “Market segmentation⁸ presupposes the understanding of consumer behaviour and decision making process of consumers’ heterogeneity, complicated types of demands, which are the criteria, status, economic, aesthetics, emotional, accessibility and infrastructure”.

VALS is a method, which strengthens demographic characterizations by explaining the deeper psychological drivers of consumer behaviour.

As it is been depicted⁹, there are eight categories of allocating the consumers’ resources and motivation, regarding their lifestyle, needs and purchase behaviours.

The more data provided the most successful and “to the point” the segmentation will be conducted.

At first, starting from the bottom, there are the “survivors”. Obviously, they are deprived of resources, so they look for fulfilling basic needs rather than desires. As a consequence, they do not appear to have a powerful and primary motivation, while

⁸ A Companion to the city, Garry Bridge, Sophie Watson, 2003, Blackwell Publishing

⁹ <http://www.strategicbusinessinsights.com/vals/ustypes.shtml>

they show loyalty to their favourite brands and at the same time seek for discount rates.

Second category is the “makers”, who are driven by self-expression and practical minds. They appreciate value and functionality in life, compared to luxury. Their social profile could be defined as traditional and bound with the family beliefs, without the need to interpret sophisticated issues.

To continue with, “experiencers” are motivated by self-expression, in terms of enthusiasm, spontaneous choices, socializing and pursuing fun at their leisure time. Their purchase habits are based on the desire for “coolness”, following the fashion trends.

The next category is the “strivers”, who are motivated by achievement and struggle to make money, in order to meet their material needs, thus they cannot succeed, due to the lack of focus and skills as well. Socially, they want to show to their peers their ability to buy.

“Achievers” is the following type that is motivated also as the previous “strivers”, by achievement at professional and social level. Their ambitions are focused on success, recognition, prestige and live in a busy context, so they are loyal consumers of technological devices.

The next level “believers” are strongly motivated by ideals. They are defined as conservative and conventional people; their ethical code system is around family, religion and nation, while simultaneously they tend to act in a predictable consuming behaviour, choosing familiar goods to which they stay loyal to.

Same motivated by ideals, “thinkers” are well-educated, mature, open to new ideas, able to value responsibility, professionalism and alert in receiving general knowledge. Their income is sufficient enough, so to allow a wide range of choices, still, they select to be practical, and prefer “value-for-money” products.

Last and the most “Supreme” category are the “innovators”; characterized by high level of success, self-esteem, leadership and upper class purchase power. Their taste is delicate, sophisticated, up-scale and they express the preference of niche products.

After finishing the profile analysis of all the categories, it can be deduced that all these segments coexist and constitute the multivariate tourism market reality.

Attractiveness of destination

When suggesting a destination, the first key factors are related to the natural and general conditions that dominate within the spatial setting.

More specifically, the climate is an essential resource that cannot be “fixed” whether it is inconvenient for the tourist. Moreover, seen from a cultural and a rather sophisticated aspect, the mentality and the customs of the residents could be defined as the primary tourism products that the tourist is eager to purchase at first place.

To continue with the attractive elements, practical conditions such as the tourist infrastructure (means of transport) and superstructure, meaning the accommodation facilities including the food and beverage facilities, are a part of the derived tourism product that the citizens in collaboration with the professionals of the tourism sector are enabled to provide.

Last but not the least in this section, it should be underlined that after accomplishing the above needs, the main goal of the visit is reached; the attractions of the destination. Some examples are the natural attractions, sea, sun, mountains, rivers, parks, etc. as well as the cultural attractions, such as museums, archaeological sites, buildings with architectural interest, local gastronomy, events, seminars, educational programs, etc.

Every destination picked by a tourist comes with the expectation of receiving the experience anticipated, as the Customer Journey describes in the model of the following axes: DREAM-PLAN-BOOK-EXPERIENCE-REMEMBER.

More analytically, the journey towards the reception of the experience has these 5 steps above mentioned. But, what each step does represent?

At first, the tourist dreams about a destination, while looking for some place to be inspired of, maybe from recommendations, on the Internet or from a friend.

The second phase includes the planning, having collected all the information required. To continue with, the third part of the model is the “booking”, after the market search and the options available upon your requests. The fourth step is following, which is

the most substantial of all; the experience itself. Lastly, after having felt this experience with all the senses, you carry your memories and you spread the rumor in a positive or negative way, always dependent on your pleasure received.

Still, being surrounded by the prevalence of “social media”, the aforementioned steps have been a bit “mixed up”. Since, the element of authenticity has been gradually lost. Who does not have a real image of his “dreamt destination”? Who has not searched in Trip Advisor for comments of the accommodation facility, before make the booking? It becomes obvious that the “dream” stage has been replaced by the “surfing the Web”. The feeling of the “prototype”, belonging in the outdated romantic era, is regarded as obsolete.

Notwithstanding, seen from the aspect of the “organizer”, meaning the destination’s actions, there are certain steps that need to be made. The right and sufficient promotion is of major importance for the “dream” level. Later, when “experiencing”, the management of the quality served is the actual production and consumption, simultaneously stage, and the last is relevant to the CRM (Customer Relationship Management).

In this case, Herakleion gathers plenty of these elements and even more, which are going to be gradually analyzed in depth.

“A case study is an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin 2003)

Gastronomy

Definition of gastronomy

According to Brillat-Savarin¹⁰, "Gastronomy is the knowledge and understanding of all that relates to man as he eats. Its purpose is to ensure the conservation of men, using the best food possible."

Etymologically, the word "gastronomy" is derived from Ancient Greek γαστήρ, gastér, "stomach", and νόμος, nómos "laws that govern", and therefore literally means "the art or law of regulating the stomach." The term is purposely all-encompassing: it subsumes all of cooking technique, nutritional facts, food science, and everything that has to do with palatability plus applications of taste and smell as human ingestion of foodstuffs goes.¹¹

The culinary term appears for the first time in a title in a poem by Joseph Berchoux in 1801 entitled "Gastronomie".

Throughout the centuries, the effects of gastronomy among different people, proved to be stronger than linguistic, an even considerable cultural expression.

Actually, the “art of food and gastronomy” has been a communication code, dating since the beginning era of the mankind.

Culinary tourism

Definition of culinary tourism

Gastronomy tourism is a subcategory of cultural tourism, since it is considered as cultural expression, while tourists seek for unique gastronomy experiences, which seems to obtain more and more supporters worldwide.

Some examples of this type of tourism are following:

- ❖ Cooking lessons with local products
- ❖ “Degustation” nights in restaurants, hotels etc
- ❖ Wine tasting in wineries, restaurants, and hotels
- ❖ Visiting traditional production facilities
- ❖ Visiting museums (oil, bread etc)
- ❖ Join lectures, workshops about the world of gastronomy
- ❖ Spa treatment with local ingredients (oil, herbs, wine)

¹⁰ Brillat Savarin, The physiology of taste

¹¹ wikipedia

❖ Educational programs for students in wineries and local facilities

As it is shown above, the culinary tourism covers a wide range of activities that can be supported throughout the whole day of a tourist, when visiting a place.

Most of the travelers that choose to have a gastronomy experience are not random travelers that chose this type of activity in a hazardous way. The “culinary tourists” are focused on discovering the local treasures in every coin of the place.

Internal tourists but also international ones are already aware of the Cretan cuisine, the local products and the famous historical background of the “gifts of the Cretan land”.

Profile of culinary and wine tourists

Some basic characteristics of this certain target group are the following:¹²

- Age 30-50 (mainly) and 51-64 (secondarily)
- High professional status
- Higher income than average tourist
- High educational level
- Supporters of small travel groups, so as to “exploit” more knowledge
- Adventurous and experienced profile
- Interested in cultural value of the destination
- Interested in sustainability issues of local products and safety, meaning the protection and preservation of locality of the products and the cuisines)
- Spend most of their travel budget in such activities

After outlining the special features of culinary tourists, it becomes obvious that the economic contribution of this segment is getting considerable, at first place within the local community and afterwards in the international market. The element of competitiveness among other similar destinations (Italy, Spain, and Cyprus) is becoming more distinctive, since in the case of Heraklion the “raw material”, meaning the primary products is of high quality level.

7 Ελληνική Ακαδημία Γεύσης

Additionally, international direct flights to Heraklion are increasing and this way, one of the most practical issues, the reception of international tourists, are being favored.

Cretan nutrition and gastronomy value

"Don't look for a pill that can substitute for the Cretan diet. There is no such thing"¹³.

The Cretan Diet¹⁴ is the base of the Mediterranean Diet, as proven by scientific studies and documented by international literature.

Research results on the relation between nutrition and health confirm the superiority of the Cretan Diet in comparison to other dietary schemes of the Mediterranean and the rest of the world, in terms of its beneficial effects on longevity and chronic disease treatment (heart disease, cancer, obesity, diabetes etc.).

The "Seven Countries Study" has triumphantly proven the value of the Cretan nutrition and the importance of the foods of the Cretan dietary scheme (such as olive oil, plant fibers, fresh seasonal foods and vegetables, pulses) in the adherence to a healthy diet model, shielding the Cretans from the serious diseases of Western Civilisation.

The nutritional habits of Cretans are based on the family gathering around the table, while sharing the enjoyment of the food. For these people, this scene is a respectful part of their daily life and way of communication. The "art of preparing" the food, selecting the ingredients from the local farm, and cooking them with an authentic simplicity, is a ritual that ages back in the Minoan Civilization.

After the excavations, it was found that the culinary habits of the ancestors were almost the same as now in Crete.

Some of the local products are listed below.

¹³ Serge Renaud 1998, "Lyon Diet Heart Study"

¹⁴ http://www.crete.gov.gr/index.php?option=com_content&view=article&id=4146&Itemid=295&lang=en#.UpIUK9I_twA

- Gruyere, myzithra, consumed throughout the whole day in all meals and deserts
- Apaki, lamb and goat mainly and less pork and veal
- A wide variety of green herbs and vegetables
- Olives and olive oil
- Grapes
- Wine (local varieties mentioned earlier)
- Fruits (oranges and tangerines, mostly in coastal areas, grapes, apples, melons, pomegranates, figs, peaches, apricots, pears, quinces, figs, plums and cherries).
- Dried fruits (chestnuts, almonds, walnuts, peanuts, figs, raisins etc.)
- Cereals
- Pulses (white beans, broad beans, chickpeas, lentils and garden peas)

Obviously enough, the Cretan nutrition is a part of a healthy nutritional system, including ingredients rich in minerals, vitamins, fibres and antioxidants, while in parallel the intense physical activity and the steadily timely meals empowers the positive results concerning chronic diseases, cancer, diabetes and obesity.

A notable initiative of the Region of Crete about Cretan gastronomy Development has been the “Basket of Cretan products”, in which the most important local products will be recorded and then, they will be put in the process of promotion, enhancement of their quality, starting from the primary production phase. The vision of this project is the empowerment of both the primary sector and the promotion of the gastronomy value of Crete.

ΘΝΗΣΙΜΟΤΗΤΑ ΑΠΟ ΣΤΕΦΑΝΙΑΙΑ ΝΟΣΟ ΣΤΗ ΜΕΛΕΤΗ ΤΩΝ ΕΠΤΑ
ΧΩΡΩΝ ΜΕΤΑ ΑΠΟ 25 ΕΤΗ ΠΑΡΑΚΟΛΟΥΘΗΣΗΣ

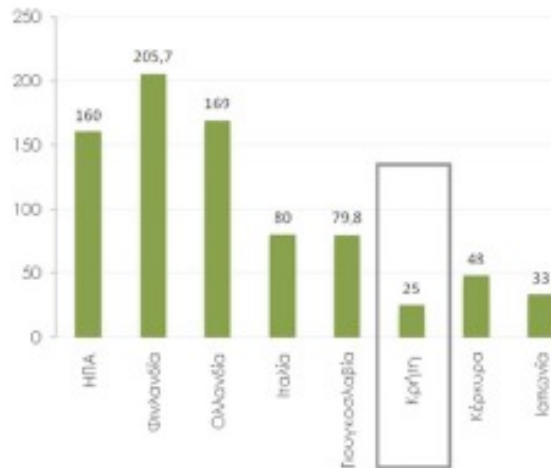


Diagram of mortality¹⁵.

As it can be observed in the diagram above, the Cretan nutrition, in combination with the general lifestyle and the climate conditions contribute to the lowest mortality level among other 6 countries.

As Mr. Makris¹⁶ has said; “there is no place in Greece, where ancient monuments and vineyards are not the one near to the other”. Civilization and gastronomy walk along through the centuries in the Greek landscape.

“Culture and history plunge directly into things, into stones, into wrinkles on human faces, in the taste of wine and oil, into the color of waves”. (Claudio Magris)

¹⁵ http://www.cretan-nutrition.gr/wp/?page_id=52&lang=el

¹⁶ wine expert and engineer in National Technical University of Athens, notes during the seminar of “Oenology” in the Agricultural University of Athens

Advantages-Disadvantages of culinary tourism

The holistic approach of the interrelations between gastronomy and tourism provoke the creation of many profits in the region of Heraklion and Crete, in general.

Indicatively:

- ❖ Enrichment of the tourists' experience, promoting the Greek "lifestyle" via the qualitative gastronomy experience.
- ❖ Attraction of higher amount of expenditure
- ❖ Attraction of more segments of tourists, eager to discover culinary activities
- ❖ Increase of job positions and incomes
- ❖ Community based services
- ❖ Protection of traditional profile (tangible and intangible heritage)
- ❖ Enables the regional development
- ❖ Helps so to extend seasonality

Although, there are still some negative elements that can be derived from the "mass" culinary tourism:

- Excessive demand of certain local products may cause degradation of the arbitrary quality level
- Social inequalities among citizens
- Degradation of the natural environment due to vast amount of tourists
- Causes seasonality
- Produces inflation of the prices regarding land and products

The Cretan Quality Agreement has been an institution responsible for the safeguard and promotion of the Cretan cuisine and the Cretan wineries, as well. Its responsibilities concern the suggestion of the restaurants that respect the traditional elements of the Cretan gastronomy and develop, via promotional strategies, the image and the reputation of the inland resources.

Wine and its history

“The benefits of the wine can only be compared with the God’s power- when used moderately”. Asklipios

In some cases wine tourism is regarded as the other half of culinary tourism. After conducting the research of the wine tourism segment, it became obvious that, despite the fact that many vineyards already existed in the region of Heraklion, many of them have been abandoned for many years, but recently things have changed.

The historical background of the vineyards and the wine production and consumption dates 4000 years ago.

Going back, Mythology has narrated that the wine has been dominant in their value system. Wine has been worshiped through the personalization of Dionysus, the God of grapes and wine. In every daily scene, every official ceremony and celebration the wine has been prevalent. Our ancestors have been thinking that wine has had a divine value and “magical” properties. The festive character of it has become legendary. Dionysus is characterized as the most hilarious and pleasant, among the Gods.

According to Theophrastus, the way of the wine making has been more or less the same as nowadays. The embottlement of today has been the modern differentiation compared to the clay amphorae of the past.

The climate conditions, the fertile soil, the helpful northern winds when needed have contributed to the normal production and the high quality of wine. The nutritional value of wine is of vital importance.

The raw material of the wine tourism is clearly the production of the wine itself. The production of wine presupposes the vineyards and mainly, people eager and appropriately educated, in order to manage the whole process efficiently.

The phenomenon of urbanization and the ambition of many residents to have a modern and luxurious life could not permit their staying in a small village. As a consequence, vineyards were abandoned and the value of the Cretan wine remained unknown and unexploited.

Thus, the social, psychological and economic conditions caused the redefinition of people's needs.

Nowadays, family-owned small and medium wineries dominate in the wine tourism market and are getting more and more evolved by acquiring the appropriate educational background in the fields of vinification, oenology and wine management. New job positions are created, wine tasting has become a “must-do”, social events are held in such facilities and the exportation of Cretan wines is becoming dynamic, year after year.

The most known grape varieties are¹⁷; Grenache rouge, cabernet sauvignon, κοτσιφάλι, λιάτικο, μανδηλάρι, merlot, mouvedre, sangiovese, syrah, βιδιανό, βιλάνα, chardonnay, δαφνί, θραψαθήρι, μαλβαζία, μοσχάτο σπίνας, πλυτό and sauvignon blanc.

According to the Wine Roads of the Heraklion periphery, there are 23 “open wineries” available in which a person interested is able to visit, experience wine tasting and purchase some bottles of local varieties wine.

According to Cretan Quality Agreement, the title of “open wineries” is allowed to be given as long as the following are respected and implemented as well.

- Easy access for visitors
- Detailed information provided to the visitors concerning the products of the Cretan vineyards
- Suitable reception and use of appropriate equipment for wine tasting
- Easy and safe tours in the areas of the winery

¹⁷ http://www.cretan-nutrition.gr/wp/?page_id=1708

- Compliance with all hygiene and food safety standards, in accordance with existing food safety legislation

Today's setting as far as wine process in the region of Heraklion is concerned¹⁸, 68% of the Cretan wineries are situated there, the embottlement percentage is at the level of 77% and last but not least the 80% of the wine production of the island is produced in the region of Heraklion.

In economic terms, many benefits are incurred for the local economy, always based on the primary sector, which provides with the raw material the culinary tourism in general. So, in order to maintain and develop the good and qualitative results of the locally produced goods, it is necessary to take advantage of the fertile soil, respect and make sustainable use of all the resources used.

Local authorities-Municipality

At a political and administrative level, Herakleion of Crete is a part of Greece. The political system, in terms of structure, is established by the local government (Municipality), the Region of Crete, and the central government (State).

Starting with the local authorities, the Municipality of Herakleion presents rather positive samples of work, since, despite the lack of economic budget and financial aid, they make crucial efforts to be a vivid community of multitasking people, full of passion and care about their home place.

The mayor, Mr. Kourakis, accompanied by a respectful team, in which Mr. Mochianakis plays a strategic role, due to his dedication and talented nature, produce innovative applications, take initiatives, and attempt to organize the tourist sector in a more functional way. Also, in the tourism and culture department Mr. Antonakis and Mrs. Christaki are valuable partners struggling for the enhancement of the respective services, despite the uncertainty of their job positions, due to the constant cut down of personnel.

¹⁸ http://www.newwinesofgreece.com/en_dromoi_krasiou_hrakleiou.html

The responsibilities of the Municipality in the tourism and cultural framework are the promotional and public relations activities in the Press, presence at international exhibitions (e.g. International Day of Tourism in Brussels), and yearly edition of Tourism Booklet etc.

One of the awards worth mentioning is the enlisting of Herakleion among **“The World’s Smart21Communities”**¹⁹ for third time, conducted by the Intelligent Community Forum (ICF), a think tank established in New York, which studies the impact of new technologies in the economic and societal sectors. As Mr. Kourakis stated, “having as a background such international evaluations, the city of Herakleion builds a powerful competitive identity, with the strategic priority of developing the field of smart cities”.

Apart from that, the Municipality has received Environmental awards for the Management of the Liquid Waste in 2013, as well as the first European Energy Award.

The next remarkable project towards the development and promotion of the cultural resources is the “Virtual Tour in the Past”²⁰. Using Technology and Communication tactics, this project will enable the tourists with information of the historical sites they will be visiting. Addressing both to residents and tourists, people will have the opportunity to learn about the civilization, the history and the tradition of the Old City on their smartphones, on specially installed info kiosks and tablets. A very innovative and open-minded ambition on behalf of the Municipality, proving this way that despite the economic hardships; “when there is a will, there is a way!”

A major role regarding the promotion and the strategic planning of the tourism field plays the Region of Crete. The promotional campaign “Incredible Crete” has exceeded all the expectations, since the videos on Youtube have been watched by people from many countries and have become very successful. Mr. Papadoulakis is the creative thinker and director of the videos (Incredible History, Incredible

¹⁹ <http://www.heraklion.gr/municipality/municipality-press-releases/22-10-2013a.html>

²⁰ http://www.citybranding.gr/2013/12/blog-post_1892.html

hospitality, Incredible Memories, Incredible Flavours, Incredible Beaches and See for yourself) promoting Crete as safe and qualitative tourism destination, which have been awarded in the following awards; Greek Internet Awards 2013, Awards of Graphic Design and Illustration 2013, and also the Advertising Campaign of the Region won the first prize in e-awards 2013, supported and chosen by the public.

At first, the public has positively responded to these videos and as a consequence the appropriate tour operators and travel websites have acted towards that direction.

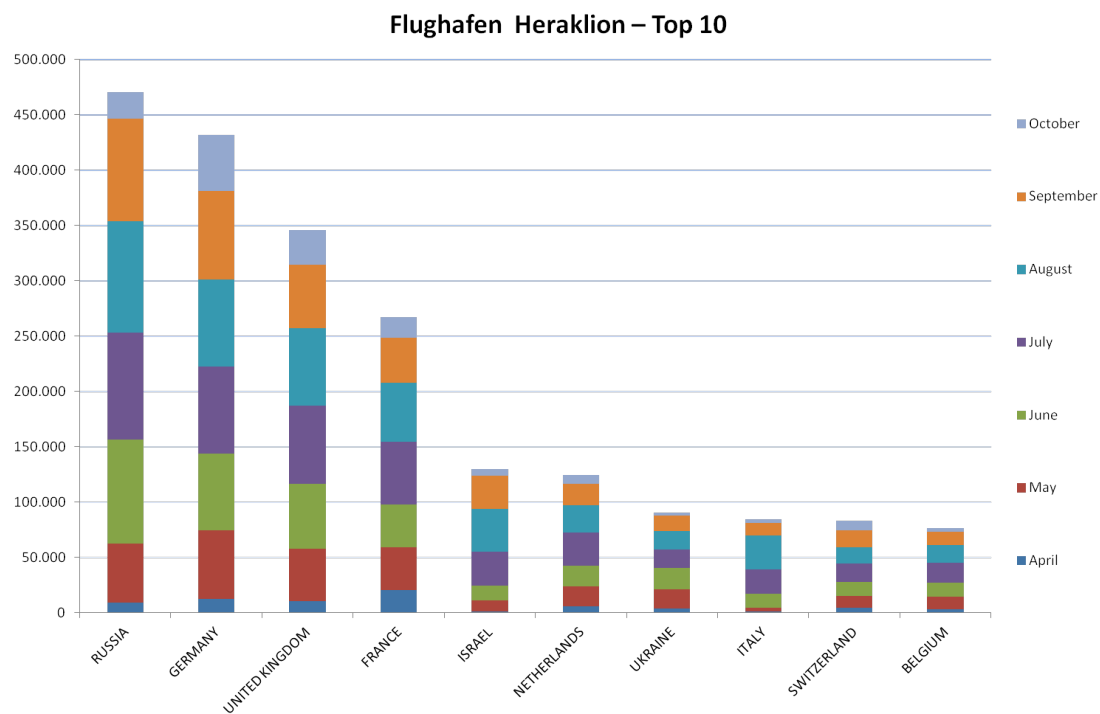
Indicatively²¹, TUI, TripAdvisor and Millennium are three tourism enterprises, each one successful in different fields, that have contacted the Region Of Crete, so as to ask for permission about promoting Crete on their own websites using the aforementioned videos. The recognition of the destination value at global level cannot be challenged, since the importance of these three companies is immense; TUI has been widespread, has millions of customers and consequently the influence will be remarkable enough.

Towards that vein, TripAdvisor is one of the most useful “tools” for travellers, when searching about a destination, accommodation, restaurants, cultural routes and other tourism products and services, dependent on other guests’ experiences and comments.

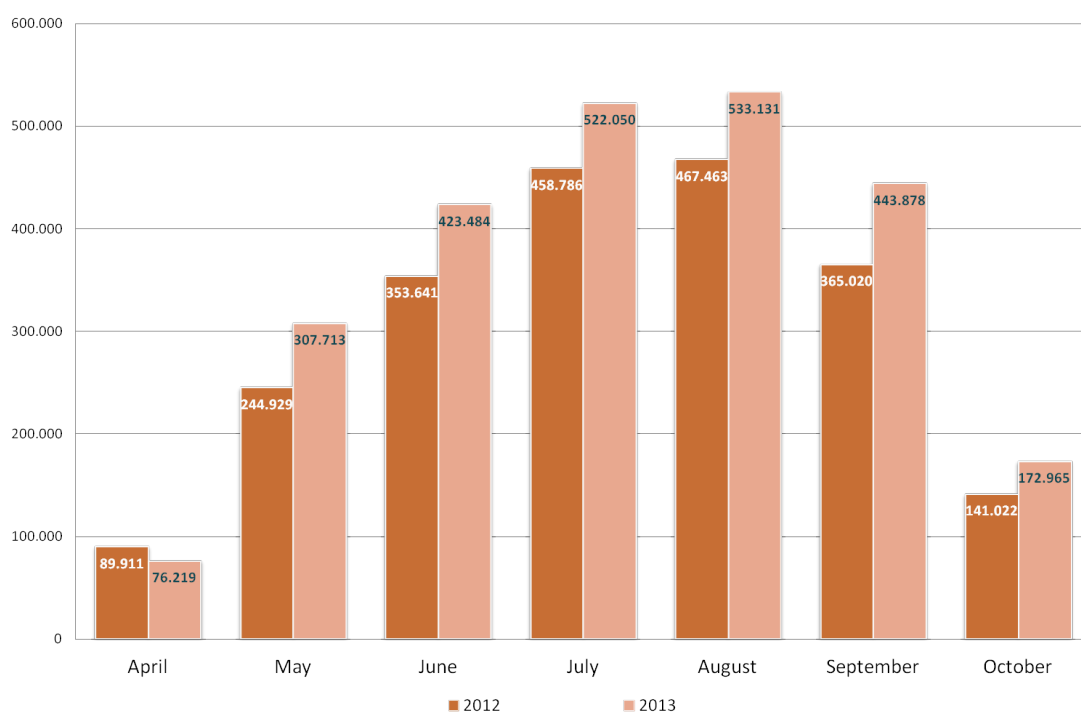
Millennium firm, the least known in European networks, is active in the incoming tourism of the markets of Russia and Ukraine, a market segment constantly growing.

At national level, the political situation has been rather unstable the last years, because of the economic and social crisis, as a consequence.

²¹ <http://www.cretalive.gr/crete/view/triplh-sumfwnia-gia-pagkosmia-probolh-ths-krhths/121888>



1. Figure of tourists' origin countries in 2013



2. Figure of arrivals in the airport of Heraklion of the years 2012-2013

Stakeholder Theory

People who are interested directly or indirectly or people who are affected more or less by decisions made within the local community are called stakeholders.

On one hand, there are the local authorities, such as the Municipality, the Region of Crete and on the other hand, there are the citizens, who live and receive the results of the decisions made. However, each citizen plays a role within the community, since each one has a profession and most of the times are able to form his perspective on the local issues. Hotel owners, travel agencies, travel guides, farmers, citizens, wine makers, local entrepreneurs, are only some parts of the stakeholders in our case.

The key to a balanced coexistence is the collaboration among the parties and the solidarity to the goals set.

Theoretically, this statement may seem easy to be achieved.

However, one of the most important difficulties faced in the tourism network, is the lack of mutual beneficial synergies. Such synergies that have been characterized as the most dysfunctional ones are the procedures of the public sector and the lack of having a sustainable vision of both public and private initiative.

Thus, this phenomenon seems to be changing, since the locals have realized that the collaboration is the key factor towards success.

Behavioral styles such as isolation, inwardness and narrow-mindedness have proved to be serious impediments, towards the vein of sustainable tourism development. The mindset of “team work” and “team spirit” is about to bring fruits in the tourism setting, “glocally”.

Nowadays, a new era of collaboration has emerged in European countries concerning the economic factor of the projects that aspire to enhance the life quality level²².

²² <http://www.citybranding.gr/2013/12/crowdfunding.html>

The city of Rotterdam is the most representative case of the citizens' financial support, in order to build the Luchtsingel Bridge, a bridge for the pedestrians made of wood, which dependent on each one's financial contribution, he could see his name written on the Bridge. The "crowdfunding" procedure took place exclusively on the Internet and the money offered started from 20 Euros up to 1200.

As it comes out, we are dealing with a new "post-modern" way of citizens' active participation and involvement in the public and social process. Citizens are no longer passive members of their city, thus they get part of the decision making process about issues that matter their shared urban environment.

So, "crowdfunding" constitutes an urge in modern societies that face the lack of traditional financial resources, such as European Programs. Apart from the economic benefits, citizens enrich the feeling of belonging in a familiar and personalized city.

Presentation of the city

The city of Herakleion is the capital of Crete and the 4th largest city in Greece. It constitutes a historic town centre, bridging the glorious past with the "busy" present.

The network of public services covers every need of the citizens within the city.

As far as travel services are concerned, and also the communication with the mainland of Greece, there are two possible ways to reach Heraklion, the one by airplane and the other by boat.

The international airport "Nikos Kazantzakis", apart from the usual domestic flights, he receives charters from abroad transferring guests who have planned their vacation in the region of Crete. Remarkable enough is the fact, that these guests, whichever is their final destination within the island, the pass by Heraklion, at least twice, upon arrival and departure.

Heraklion is not a typical Greek urban city. You are found at the same time in a place where commercial stores, public services, big streets of the 21st century, "host" the Venetian walls and port, bridging the present with the past, emphasized by the eternal existence and beauty of the Cretan sea, as a background.

Marketing of the city of Herakleion

1. Why Marketing is necessary

It is widely known that the history of Marketing is mostly connected to the marketing of products in the market. However, nowadays, the competitiveness of the destinations at a global level, in combination with the economic crisis, led the tourism professionals to proceed to the use of the marketing strategy as a valuable tool, which will enable them to accomplish their goals successfully.

The process of marketing²³ is composed by the short-term action plans, named tactics and the long-term called strategy. The tactics cover a certain period of time starting from the present until the near future, approximately 2-3 years, while the strategy is more concern about the future evolvement and the goals set by the company or organization. In terms of time, the results will be discerned by 4-5 years and later on. It should not be omitted that it is always relevant to the type, the abilities and the special needs of each case.

As Kotler has underlined, *“Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.*

Primarily, what has to be done, when marketing of a product or destination is desired is to define its identity. The meaning of identity lies on the revelation of its proper possibilities, competitive edges, and last but not least, the weaknesses, that in some cases may be treated as opportunities to take advantage of, in the future. In technical terms, before marketing, there comes the branding process.

²³ “Marketing in Travel and Tourism”. Victor T.C.Middleton with Jackie Clarke. Third edition, 2001

At first, if the destination is put in the centre of a model, there are various factors that need to be taken into account and upon them the “success story” is dependent. The SWOT analysis has been a useful tool, so as to conceptualize the reality of our own “value of the destination”. After that, the external environment needs to be thoroughly examined, in order to have a clear image of the market reality and not to suffer by “marketing myopia”, as it is called, in case you act in a narrow-minded way.

SWOT Analysis

STRENGTHS

- Natural capital, beauty of the multilevel landscape
- Renewable energy resources (sun, wind, water)
- Strategic geographical position
- Cultural value-attractions-sites-festivals-dances
- Life quality
- Impressively rich biodiversity
- Strong residents' identity
- Powerful tradition
- Popular domestic & international tourism destination
- High quality local products
- Life quality
- Airport/port facilities
- Mediterranean climate conditions
- Long seasonality

WEAKNESSES

- Lack of public funding
- Deterrent taxation system
- High fixed costs for hotel owners
- Need for “greener” public spaces
- Economic crisis

OPPORTUNITIES

- Technology development
- New entrepreneurs based on alternative tourism
- Promotion of gastronomy tourism
- New job positions
- Emerging international market segments
- High demand of alternative tourism (ecotourism, cultural, culinary, wine)
- More extended seasonality
- Public-private partnerships targeting identified needs

THREATS

- Economic crisis (especially regarding Europe)
- Generalized negative image of Greek situation via Mass Media
- Competitive

Mediterranean
destinations

Positioning

The case of Herakleion is a very particular case study. As far as the status quo of the city is concerned, among the tourist destinations at a global level, it is a unique paradigm of an exquisite combination of multivariate “virtues”.

On the one hand, there is physical beauty, the “landscape” itself, which constitutes an attraction, where “the whole world is in this island”, as it has been referred in the videos promoting Crete.

Additionally, the human resources of the region (the locals), compose the traditional customs and the respective cultural heritage in the current reality, accompanied by a natural way. The behavior they foster to the tourists cannot be described as “fake” or pretentious, because of the economical benefits they receive from them; thus, the generosity, the hospitality, and the kindness are samples of their cultural background.

Ο Κρητικός άνθρωπος / the Cretan man

“Υπάρχει και κάτι άλλο στην Κρήτη, υπάρχει κάποια φλόγα -ας την πούμε ψυχή - κάτι πιο πάνω από τη ζωή κι από το θάνατο, που είναι δύσκολο να το ορίσεις, δηλαδή, να το περιορίσεις. Υπάρχει αυτή η περηφάνεια, το πείσμα, η παλικάριά, η αψηφισιά και μαζί τους κάτι άλλο, ανέκφραστο κι αστάθμητο, που σε κάνει να χαίρεσαι που είσαι άνθρωπος” (Νίκος Καζαντζάκης)

“There is a kind of flame in Crete - let us call it "soul" - something more powerful than either life or death. There is pride, obstinacy, valour, and together with this something else, inexpressible and imponderable, something which makes you rejoice that you are a human being, and at the same time tremble...” (Nikos Kazantzakis)

The “classification” of Heraklion within the international tourism market is marked as followed; the 4th largest, coastal city in Greece, located in the 5th largest island of the Mediterranean. The wider area of the Mediterranean including (Italy, Spain, South France, Greece and Turkey) is famous travelers’ choices worldwide. While, at national level, Crete and its capital Herakleion, due to the size it has, the construction of large resorts was facilitated the decades after 1960 and so on.

Consequently, the mass tourism has flourished, due to the large scale hotel properties and the big amount of tourists that could be accommodated.

So, the segments of tourists that chose Herakleion in 60’s, 70’s and 80’s, were European people, who were discovering the excellent beauty of the “top destinations” at that time, given the fact that their demand was to lie on the beach and escape from the modern lifestyle of the busy and “sunny-less” civilized European cities.

As the demand has been changing and people have been more qualitative than quantitative, so has the orientation of the tourism professionals, in order to accomplish the tourists’ needs.

There is also another emerging segment of tourists; Russians and Asian people. These people had not the ability, to enter Greece the previous decades and enjoy the “primitive” era of the Greek tourism. As it has already been mentioned, these “market segments” have seriously penetrated the Greek market the last years, due to social and economic changes in their countries. Analyzing the profile of Russian people, most of them belong to the middle class and a worth mentioning minority belong to the really wealthy people. Their demand is clear and well defined; luxury vacation. The choices made among Greek destinations are the following; Halkidiki, Crete, and Peloponnese. Obviously, the criteria are the luxurious character and the “size”, without caring about

the cost. High income spent is translated into opportunity of investments and liquidity of the revenues for the tourism business. Russians are mainly looking for excellent service, good food and drinking.

On the other side, Asian people crave for traveling everywhere. More than ever, they have the chance to explore a different world comparing to their home place. They do not spend a lot, as the Russians do; they behave rather reluctantly, maybe for psychological reasons, due to the fact that they are not very familiar to speaking other languages than theirs. A useful element of the Asian profile regarding their contribution to the Greek tourism market is the emerging trend of establishing the Greek islands as wedding destination. Of course, it was known that foreigners, such as Americans, have adopted this habit, but Chinese, Koreans and Japanese have turned this trend to a new industry sector within tourism sector. Driven by the motive of the special experience, they dream and they plan their wedding, their honeymoon or their anniversary in Greek islands.

The Cretans have felt this new demand and have included the issue of wedding tourism in their Agenda.

4 P's

Implementing the marketing model of the “guru” of Marketing, it is expected to examine the 4 P's in the case of Herakleion.

➤ Product

As product, we regard the holistic image of the city of Heraklion. These images derive from the cultural heritage, intangible or tangible, the traditions “embodied” in cultural practices, such as sightseeing experiences, gastronomy activities, including the wine tourism value.

Moreover, seen from the residents' aspect, the life quality plays a major role in the accomplishment of the product image.

➤ Price

Regarding the pricing, the suggestion that can be made is the categorization of the socially vulnerable groups (students, pensioners, unemployed, and people with special needs), in order to formulate a respective price policy for public services, means of transportation, access to cultural institutions, such as museums, theatres etc. This effort is necessary to be attempted with the cooperation of private sector, so as to achieve a real “alleviation” of these social groups of people.

Also, what should be taken into consideration is the element of competitiveness among other destinations, before choosing the pricing policy. So, an extensive research of other similar products has to be conducted, in order to “stay in the market”.

➤ Place

The role of place is complex. It is needed to fragment the appropriate departments of the local authorities and “exploit” the private entrepreneurs, so to achieve the most successful contribution and collaboration, through the right allocation of “things to be done”.

➤ Promotion

One of the most essential parts responsible for the success or failure of the project is the promotion and advertising of the product. Communication tools such as public relations (PR), which is thought as “the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics”, by the British Institute of Public Relations.

In the case of Herakleion city, there is need of establishing a Destination Management Company, or a Tourism Promotion Bureau, responsible for the coordination, monitoring, advising, of the communities involved, which were mentioned above. Useful strategic tools such as social media should not be omitted, since Facebook, Twitter, LinkedIn, YouTube, Pinterest, Instagram and Tumblr have become part of our daily habits and practices. Their characteristics, immediacy, low-cost or free, interaction between the “product” and the “buyer” establish social media as the leader of a new era in the communication and promotion field.

Also, cost-effective workshops and trade shows via B2B sites, video-conferences and emails constitute useful tools for promotional policy.

Brand name of the city of Heraklion

It is prerequisite to define the brand, in order to proceed to the marketing strategy. Taking into consideration the aim of this dissertation, which is to promote the city as cultural, gastronomy and wine destination within the international tourism market, the focus should be based on these assets.

A potential logo of the city-branding of Herakleion could be the following;

Heraklion. Taste it...with all your senses.



Aspiring to provoke the sensual and experiential concept of this three already mentioned segments, the logo induces the challenge to discover and experience the tourism product based on the “experience” profile of watching and listening (cultural events and attractions), smelling (the culinary and wine activities), tasting (as before) and touching (commodified cultural product and also local products).

Pestel analysis of Heraklion

Political

The macro environment of the political setting concerns the issues of safety. Due to the crisis, the living conditions have been incurred notable changes, so the crisis management must be set among the strategic priorities.

Political instability, in terms of constantly changing governments and newly introduced laws, regarding –in many cases- constitutional rights, causes lack of safety and challenges democracy.

Economical

Crisis seems to be omnipresent²⁴. Western societies have been facing a major change in their daily life, due to the fact that their income has decreased, and the social gap between poor and rich is getting bigger and bigger. In Europe, the middle class is

²⁴ ²⁴ «Crisis management in the tourism industry. Beating the odds? » Edited by Christof Pforr and Peter Hosie

becoming extinct, while at the same time, the Asian market and the Russian too, have penetrated the global tourism market, introducing new trends and demands.

So, the tourism industry should respond to these new demands, undertake the mission to satisfy the new travelers and adjust their services, because of the different cultural profile they own, comparing to the Europeans' and the Americans'.

The purchasing power depends on many aspects that have to do with a subconscious process. More analytically, there are certain factors that influence the behavior of the buyer, such as cultural, social, personal and psychological. These categories are divided by other subcategories as shown in the figure below. P.271

Sociocultural

According to Pierre Bourdieu the “habitus” is this characteristic that every person has innate and it is being developed through the social environment and the “cultural practices” he has. The sociological perspective of a person’s behavior is enabled to explain the cultural profile, the personal needs, and the consuming behavior and so on.

Targeting to tourism, where it includes plenty of different origins people, “cultural practices”, customs, historical and traditional backgrounds, professionals involved should necessarily take into account the above mentioned traits.

Western societies for example share different needs and expectations when planning a trip, compared to the Eastern people.

For instance, a typical behavior of a European is the need and the ambition about “social and professional recognition” of his *status quo*.

Between these two categories of people there are notable differences in the framework of how these people have been raised, with which value system, which priorities and ambitions. Thus, living in a globalised society, due to the Internet and the unparalleled “openness” of the more restricted and inward countries, things have been in effervescence. People have started to become more outward, willing to receive and accept other social and cultural attributes than before.

It could be described as a “redefinition” of life’s values towards the return to more primary needs, still through the perception of luxury.

Technological

The technological environment is rapidly growing, new technologies have appeared, the social media are part of our daily life and every one of us owns a smartphone. Consumers' behavior has accordingly converted the process of a holiday booking. On the one hand, people are not in front of their PC, but during their day and while other things are simultaneously taking place, they use their mobile phone to proceed to the booking of their stay, or make the check-in of their airplane seats.

Again, the Municipality of the city has understood this constantly changing lifestyle and has been really responsive to that. The innovative spirit, that discerns the locals throughout their existence in the centuries, has been acting towards the direction of enhancing the provided services.

Environmental

The urgent call concerning the climate change should be taken into consideration, without any delay. Every single actor and afterwards at a collective level, should act towards the prevention of the deterioration of the climate conditions. The scientists at their global conferences concerning the portfolio of "climate change" warn about the uncontrollable increase of the CO₂'s.

It should not be neglected that the "pillar" of environment directly affects and causes the upheaval of the tourism market. Consequences such as increase of temperature during summer period, provokes the danger of the out bursting of fires, demand for extra electricity power, and the need of the tourists to choose a milder destination for their vacation, at last.

If seen from an optimistic aspect, the tourist season is being extended, giving a hopeful perspective of the people involved in the tourism field.

Legal

In terms of legal issues, the executive body could be regarded the taxation system, which enforces with laws and fines, the entrepreneurs. The constantly changing environment of the political situation and the taxation system cannot provide a safe and stable framework for the entrepreneurs to make their planning and take their decisions.

So, this could be taken into account as a dissuasive factor of new start-ups and hardships of maintaining the already existent enterprises. The indicator of risk remains high enough in making new investments, since apart from the taxes, which are a high cost, the depreciation perspective appears to be in the far future and last but not least, the loans from the banks have become unavailable.

Conclusions

After conducting a thorough situation analysis of Heraklion case, consecutively some of great importance conclusions have succumbed.

At first place, there have been many distinctive elements that promote the competitiveness of Heraklion as cultural, culinary and wine tourism destination, not only within the national boundaries, but in the international tourism market.

Whether a holistic success is aspired, each stakeholder should contribute provided the skills and the “power” he owns.

Although the economic crisis, the types of tourism discussed offer the opportunity not only to “survive”, but on the contrary receive triumphant results. The sustainable tourism management of the natural and cultural capital, in collaboration with the local authorities and the professionalism of the quality served, are the key issues that will promote the competitive edges of Heraklion.

Since, new segments enter the tourism market, everyone involved has to be adjusted and never stop being alert and well-trained. As it has been discussed, there are many factors that affect consumers’ behaviour and nowadays on behalf of the tourists, the right management is a demand.

The hopeful perspective of the research is that the Municipality is alert and makes serious efforts, to ameliorate on the one hand, citizens’ life, while on the other hand, make Heraklion an attractive choice for tourists, satisfying their needs for easiness, in terms of transportation, luxury and high quality accommodation and a wide range of cultural, culinary and wine activities with the mutual contribution of tourism professionals in the destination value chain.

The findings of Heraklion case present many possibilities, even more than what has been yet exploited. Notwithstanding, the economic factor is not helpful enough, so to boost any action plan made at either local/national or international level. Thus, the European fund policy supports the programs, which aim at the combination of culture and tourism development. Last but not least, the human resources constitute the rate of success or stagnation of any project; the creative spirit, the willingness and the specialization of young people are able to establish Heraklion as one of the most “dreamt” places to live in and visit.

Appendix



Wine roads of Heraklion



Typical elderly Cretan woman drinking tsikoudia

Poster of World Tourism Day 2013



Medieval grape pressing in the region of Heraklion



Heraklion port overview



Square of Lions



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GREECE
ALL TIME CLASSIC



Knossos palace

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